



# STARTING A CVM PROGRAM

## COMMUNITY VOICE MAIL MISSION STATEMENT

*To empower people in crisis and transition by providing free, 24-hour personalized voice mail access – directly linking individuals to jobs, housing and stability.*

### This document includes the following sections:

- I. The CVM Model
- II. Basic Steps Towards Starting a CVM
- III. Host Agency Criteria and Sample Job Description
- IV. Sample Budget
- V. Applicant Process

### I. The CVM Model

Each CVM site around the United States is hosted by one main social or health service agency ("host agency") which is **responsible for funding and managing the CVM service for the whole city/community**. The host agency gives out the voicemail boxes to other participating agencies who then give them to the end users/clients. The key to the program is the fact that clients receive a local telephone number at which to receive messages --and case workers can utilize CVM to stay in consistent contact with their clients, doubling the impact of the service.

The CVM National Office maintains stewardship of the CVM program nationwide and provides broad-based governance, advocacy, public awareness, and technical support and R&D. The National Office builds the capacity of the CVM network through strategic partnerships, technology solutions, outreach, organizational effectiveness, targeted marketing, and fundraising.

Each CVM program is a member of the CVM Federation and holds a Memorandum of Agreement (MOA) with the CVM National Office. **See the CVM website's Start a CVM section for the most recent MOA: <http://www.cvm.org/starting/starting.htm>.**

### II. Basic Steps Towards Starting CVM

1. Contact the CVM National Office  
This is the best way to start. We can answer questions, explain more about the program and let you know the current status re: starting a new CVM site. **Call Stacy Holmes, Program Director at: 206.441.7872 x135 or email: [sholmes@cvm.org](mailto:sholmes@cvm.org).**
2. Gather Support from Other Agencies. It takes a broad base of social and health service agencies to sustain a strong CVM program over time. We will ask for a list of agencies who have confirmed that they support your agency taking on the role of "host" and are willing to participate in the program in order to distribute voicemail boxes to their clients/customers.
3. Sign a "CVM Applicant Agreement" (if appropriate – see attached outline).  
The Applicant Agreement outlines the ways in which you can start using the CVM name & logo in order to publicize and raise funds for your efforts. This is a temporary agreement that outlines the commitment we have to working together to launch a CVM program in your community.



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4. Develop a basic business plan for your program (see attached sample budget & job description). Before we sign the first Memorandum of Agreement and put you on the CVM map, we need to see a basic business plan outlining the following elements:

- Fundraising goals
- Agency & client projections (see “minimally healthy standards below”)
- Staffing plans
- PR/Marketing plans

This plan does not have to be exhaustive but should provide a solid foundation on which to build a program.

5. Paperwork! Sign relevant agreements (Memorandum of Agreement, payment agreement, confidentiality forms.)
6. Work with National Office to order phone numbers (voicemail boxes), receive training and set up program. We will be guiding your CVM launch/working closely with you.....sharing our knowledge, sample materials and providing recommendations re: how to operate a CVM program. We will also provide remote training on administering your voicemail boxes and compiling your program data, adding you to the CVM web site, connecting you with a professional community/network of peers, assisting you in identifying potential funders, and sharing best practices.
7. CELEBRATE! Plan a public launch for the program to introduce it to your community. A launch can be as simple as a few people in a conference room to a large media event with public officials on hand. The CVM National Office tries to attend all launches and/or send a representative from the CVM Federation. Congratulations!

### III. Host Agency Criteria & Sample Job Description

An eligible CVM “Host Agency” will meet the following criteria:

- An organization able to show community need and intended participation by an active community-wide coalition with diverse representation of services within human service community.
- An organization with 501(c)(3) status and administrative, fiscal, and technological capacity with ability to oversee all elements of the Community Voice Mail (CVM) program, including community organizing, program implementation, financial management, fundraising, outreach, training and management of participating agencies and management of CVM program statistical information, including user demographics, and outcomes.
- An organization with history of coordinating collaborative projects across sectors that benefit the community.
- An organization that shows plans for ongoing fund development for the program.



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- An organization that has a long-term strategy to fund, evaluate and sustain a CVM program.
- An organization that has a willingness to participate in national CVM Federation, including annual membership dues and signed Memorandum of Agreement between CVM Host Agency and CVM National Office (see [www.cvm.org](http://www.cvm.org) – Starting a CVM – Memorandum of Agreement).

### Estimated Standards For A "Minimally Healthy" CVM Program

	# of voicemail boxes	# clients served annually by end of year 2	# of participating agencies by end of year 2.	% FTE	Budget
Community Population > 1,000,000	1000+	1200	>60	1+	\$65K - \$120K
500,000 - 1,000,000	501-800	700-960	35-60	1	\$50K - \$65K
up to 500,000	up to 500	600	10-35	0.75	\$45K - \$50K

### SAMPLE CVM MANAGER JOB DESCRIPTION

The following description will give you an idea about the qualifications and responsibilities of a local CVM Manager located at the Host Agency:

This is normally a full time professional position. The CVM Manager will direct and oversee various elements of the CVM program, including implementation, financial management, fundraising, promotion, training, and management of voice mail lead contacts in area non-profit organizations/participating agencies.

#### Qualifications:

Bachelors of Social Work, Business Administration, or related field. Demonstrated sensitivity to low-income people and to staff at participating agencies. Individual should have proven community organizing ability, including ability to work with diverse groups of people, strong written and oral communication skills, leadership and marketing skills with solid knowledge of local community service organizations. Individual should be comfortable learning new technologies and be organized, highly motivated, and able to work independently.

#### Responsibilities:

- Recruit agencies for CVM participation; act as ongoing liaison with agencies through extensive field and telephone work. Train agency social and health workers to manage a bank of voicemail numbers, enrolling and closing out clients' usage. Collect, compile, and maintain program measurements, including demographic and outcome data. Respond to agency and client user problems. Work with CVMN on technical troubleshooting when problems arise within CVM system.
- Work with Host Agency supervisor, Board of Directors, and/or Community Advisory Board to prepare an annual marketing and fundraising plan. Identify funding sources, write and submit grant proposals. Develop and maintain contacts with potential funding sources. Generate and provide statistical data to CVM National Office and funding organizations.



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- Market CVM to all public and media sources. Provide program updates to CVMN for CVM Web Site. Participate in national CVM Federation, including attendance at annual CVM Federation conference.

### IV. Sample Budget including Start-Up & Centralized System Costs

#### Sample Budget

#### Estimated CVM Annual Operating Budget - Large City Program (1000 voicemail boxes)

	Year 1	Year 2	Year 3
Salary and wages (1 FTE)	\$35,000	\$35,000	\$35,000
Fringe (25%)	\$8,750	\$8,750	\$8,750
Rent & Utilities	\$4,700	\$4,700	\$4,700
Supplies (agency binders, client wallet cards)	\$2,000	\$2,000	\$2,000
<b>CVM Voicemail/Database System (1000/voicemail boxes) *, **</b>	<b>\$12,951</b>	<b>\$8,152</b>	<b>\$8,152</b>
Travel/Training	\$3,000	\$3,000	\$3,000
Indirect	\$1,500	\$1,500	\$1,500
<b>CVM National start-up support/dues***</b>	<b>\$6,000</b>	<b>\$4,000</b>	<b>\$300</b>
<b>Total Operating Expenses (estimate)</b>	<b>\$73,901</b>	<b>\$67,102</b>	<b>\$63,402</b>

*\*CVM Centralized System includes the following: phone lines, voicemail server space, client database & reporting, back-ups, upgrades, virus protection, tech support. The host agency has no separate hardware/software costs for the voicemail system and needs only to have a recent model PC & internet access.*

*\*\*CVM Centralized System costs depend on how many voicemail boxes are ordered by the CVM host agency. There is a tiered cost structure where the first 349 boxes are at the maximum rate of \$1.40 per voicemail box/per month; the next 350 boxes are \$1.00/box, and so on...down to \$0.60/box for any voicemail boxes over 1500 boxes (\$1.08 average per box for 1000 boxes per month). In **Years 2+** the pricing shifts to the "subsidized" cost structure and goes down to approx. \$0.68 per box per month on average.*

*\*\*\*CVM National start-up support includes all support above and beyond voicemail technology, eg, program models and assistance, marketing, public relations, grantwriting assistance, peer-to-peer networking and trainings, and stewardship. Amount decreases to become standard annual dues by Year 3 of operations (2006 annual dues equaled \$300)*



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### V. Applicant Process

#### Status And Definitions:

The *Applicant Agreement* outlines the ways in which you can start using the CVM name & logo in order to publicize and raise funds for your efforts. This is a temporary agreement that outlines the commitment we have to working together to launch a CVM program in your community. The progression of steps from applicant to full site is listed below.

#### (A) CVM Applicant Status:

1. Status good for 6 months or other defined period of time after receipt of signed Applicant Agreement by CVM National.
2. Must identify your organization as “a CVM applicant” on all communications, grant applications, medial collateral, website, etc.
3. CVM National will list you as an “emerging site” on [www.cvm.org](http://www.cvm.org)
4. CVM National will provide you with an initial kit of marketing materials for your use. This kit will include:
  - 10 CD-Roms describing the program (may be reordered for \$40/10 addt'l Cd's)
  - 10 mouse pads (while supplies last)
  - 20 post-it note pads
  - 20 CVM National informational brochures
  - Access to CVM materials that further describe the program and its impact.
5. CVM logo may be used only in its properly scaled format, and may be used only to describe the Community Voice Mail concept and program – you may not identify yourself as a CVM site until you are officially notified by CVM National Office staff.
6. Once application requirements are met and the Memorandum of Agreement has been signed, a “launch date” can be scheduled. A CVM site is considered officially “launched” after (a) it has begun providing service, and (b) an official public launching ceremony has been held. Once those two requirements are met, you are considered a full member of the CVM Federation.

#### (B) CVM Member Status:

Upon achieving member status, the following will occur:

1. Your site will be added to the CVM Map of Sites in all media collateral, including the CVM website.
2. You will be eligible for all benefits of a CVM Federation Member including:
  - **Trademarked Name and Logo** used by all official Community Voice Mail sites for local and national recognition.
  - **Annual CVM Federation conference** and periodic regional/local trainings. Our annual, intensive 2 day conference focuses on resources, tools, and best practices to develop and sustain CVM programs.
  - **Technical Assistance and Training** including access to CVM Centralized System (voicemail and database technology); online Resource Library for exclusive use by



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CVM sites (containing grant templates, marketing materials, conference/meeting notes, and tech tips); and program/evaluation resources.

- **Marketing/PR Opportunities and Tools** including local, regional, and national publicity; robust website ([www.cvm.org](http://www.cvm.org)) that includes national strategies and links to each individual CVM site; and marketing tools such as CVM videos/testimonials, presentations, statistics, posters, and brochures.
- **Funding and Sustainability Resources** including collaborative fundraising with National Office through local/regional initiatives, advocacy, and grantwriting; and benefit of national grantwriting and strategic partnerships for pass-through funds and in-kind donations to support CVM Federation as a whole and to support individual sites.
- **Advocacy and Education** including education of elected officials, policy regulators, and industry representatives by the National Office in order to strengthen awareness of CVM in telecommunications and social service sectors.
- **Research and Evaluation** including ongoing awareness of new technologies and potential program applications; periodic evaluation of local CVM site strength/best practices and CVM Federation success; and overall assessment of technological and social service trends to ensure CVM's ongoing relevance and sustainability.

**Please contact the CVM National Office to discuss the next steps towards bringing CVM to your community!**

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